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Institutional Section

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ELEVENTH ITEM ON THE AGENDA

Reports of the Board of the International Training Centre of the ILO, Turin

Report of the 77th Session of the Board of the Centre (Turin, 30–31 October 2014)

1. The 77th Session of the Board of the International Training Centre of the ILO was held in Turin on 30 and 31 October 2014.
2. The report of the Board's meeting is submitted to the Institutional Section of the Governing Body in accordance with the Governing Body's decisions at its 310th (March 2011) and 311th (June 2011) Sessions.

Opening of the session

A. Introductory statements

3. *The Chairperson, Mr Ryder*, Director-General of the ILO, welcomed the members of the Board.
4. *The representative of the Government of Italy, Ambassador Ravaglia*, reiterated the strong commitment of her Government, which, despite financial difficulties, had maintained its financial support to the Centre, and in 2014 had even reintroduced a voluntary contribution of €1.5 million. She expressed confidence in the Centre's ability to find other donors. She stated that the topic of migration was one of the key points on the agenda of Italy's Presidency of the European Union and invited the Centre to work in that direction.
5. *The Mayor of Turin, Mr Fassino*, recalled the ceremony held that morning at the town hall to celebrate the 50th anniversary of the founding of the Turin Centre, when the ILO had been awarded honorary citizenship of the city. He said that there was often a wall separating international organizations and their host cities, but that this was not the case in Turin, where the Centre was part of the city and enriched it with its lively presence. He

concluded by reiterating that Turin had always been a city of work and that over the course of 20 years the nature of work in Turin had obviously been evolving, from industry to technology- and knowledge-based work.

6. *The representative of the Piedmont region, Ms Marcon*, requested that the Board excuse the absence of the President of the region, Mr Chiamparino, who was chairing a meeting of the Italian regions in Rome. She reiterated the region's support for the Centre, in accordance with the special law passed more than ten years previously, and cited the completion of the renovation of the Europe Pavilion as a concrete example of the partnership.
7. *The representative of the Unione industriale di Torino, Mr Rosi*, noted that growth resulted from openness and that openness resulted from internationalization. Hence, the Centre's presence in Turin and the work of the ILO brought substantial added value to such internationalization.
8. *The Chairperson* briefly introduced the various documents submitted to the Board. He welcomed the excellent results obtained by the Centre, both in 2013 and 2014, and saw that as a sign that the Centre was on a sound path in its financial management and programming.
9. Furthermore, the Chairperson congratulated the Centre on its growing importance as a place of learning and training for the Organization's constituents and for ILO staff, on the part it would play in the ILO's activities at headquarters and in the field, and especially on its role as a "window on the ILO" for the other entities in the United Nations system, particularly in the context of the post-2015 development agenda.
10. He thanked all of the Centre's staff for the work they had accomplished in the previous 12 months. He wished the Deputy Director, Mr Arrigotti, and the Treasurer and Chief of Financial Services, Ms Dungca, all the best for the next chapter of their lives, as they would be retiring at the end of the year, and welcomed their successors, Mr Casale and Ms Boulanger, respectively.

B. Adoption of the agenda

11. *The Chairperson* proposed changing the established practice whereby the Chairperson of the Staff Union Committee of the Centre normally took the floor as part of the discussion on the document concerning human resources matters, and instead to schedule that statement at the end of the Thursday sitting, since he would be leaving the following day.
12. *The Board adopted the agenda.*¹

I. Election of the Vice-Chairpersons of the Board for 2014–17 (First item on the agenda)

13. *The Chairperson* invited the groups to nominate the Vice-Chairpersons in accordance with article 3 of the Statute of the Centre. The Employers' group nominated Mr De Meester, the Workers' group nominated Mr Ntshalintshali, and the Government group nominated Mr Almarzooqi (Government of the United Arab Emirates). As there were no other

¹ CC 77.

nominations, they were elected by the Board. The Chairperson congratulated them on their election.

II. Annual implementation report for 2013 and interim implementation report for 2014 (Second item on the agenda)

14. *The Director of the Centre, Ms O'Donovan*, presented the documents.² She recalled that the annual implementation report covered the activities carried out in 2013 and had already been discussed at the May 2014 session of the Board. She referred to the excellent results attained in the previous year, in particular the substantial increase in the number of activities and participants and in the Centre's earned income, which had enabled it to achieve an unprecedented budget surplus of just under €3 million.
15. As usual, the interim report for 2014 covered the first six months of the year, and the figures in the addendum reflected the situation as at the end of September. In her view, the Centre had returned to volumes of activity and resource mobilization comparable to the levels prior to the global economic and financial crisis. The salient achievements for 2014 included the completion of the renovation works of the Europe Pavilion and the award of the Green Flag, which recognized the Centre's efforts to make its operations more environmentally sustainable. With respect to the Centre's activities, the targets set for workers' and employers' participation would be exceeded.
16. *The Employer Vice-Chairperson* congratulated the management on the very positive results for 2013 and 2014, in particular in terms of quality and impact, and on the budget surplus, which would provide the Centre with a safety cushion in the event of other difficult years; the use of the surplus merited an in-depth discussion. He noted in particular the performance of the Employers' Activities Programme, which had obtained remarkable results in 2013 and 2014, having achieved the recommended targets both in terms of quality and quantity. However, he reiterated a number of concerns which had been raised in the past and which in his view had not received a satisfactory response from the management. Citing the example of the target percentage of overhead costs, he said that the new method of calculation established after the Board's discussion in October 2013 was still not ideal, especially since the overall target for 2015 would never be met. The Centre undeniably had a structural problem in that regard, which required urgent action. As to resource mobilization, attaining the final objective set in the Strategic Plan for 2012–15 would require a budget of €42 million for 2015 and two new donors; however, with a proposed budget of €36 million and no new donors, the Centre was far from its target. The postponement of investments and the productivity required of staff had meant that the Centre had reached its limits and the only solution was to obtain additional funds. On the subject of tripartism, progress had been disappointing, and the special allocation for Employers' and Workers' Activities Programmes awarded by decision of the Board in 2013 had not been activated, as a result of administrative rules which had come into being very late in the year. Finally, the high proportion of staff employed on project-based contracts was inconsistent with the values of an institution such as the ILO; there was also a risk that the lack of a clear policy would impede the Centre's development. The Centre's management must act immediately, using creativity and imagination to find appropriate solutions, and submit them to the Officers of the Board, for example at a meeting to be held in January 2015.

² CC 76/1 and CC 77/2.

17. *The Worker Vice-Chairperson* welcomed the excellent results, congratulated the management on them and thanked the Centre's staff for their efforts. However, he would like to see those efforts finally recognized and called for negotiations between the Staff Union Committee and the management on establishing better and more stable working conditions, which would benefit both the staff and the quality of the Centre's activities. While a substantial operating surplus showed sound attention to the use of resources and the effectiveness of operations, the Worker Vice-Chairperson would like to see the positive margin used to fulfil the Centre's core mandate, which was to provide training activities to the Organization's constituents. He welcomed the decision to allocate part of the 2012 surplus to promote the participation of workers and employers, but would like the mechanism to be consolidated and institutionalized, and that no new conditions be attached to the spending of the special allocation. On cooperation with the ILO, he sought an explanation as to why the ILO's contributions to the Centre's total funding had increased by half, while the percentage of activities organized in collaboration with the ILO had fallen. Some key indicators, such as indicator 1.1, had been adjusted to more realistic levels, but that revealed a structural problem with the resource mobilization strategy, which was currently not delivering additional resources for the Workers' Activities Programme and worker participation. Concerning cooperation with private institutions and companies, it would be advisable to follow the arrangements adopted under the ILO Enterprise Initiative, and mobilization of resources for constituents' training needs in relation to multinational enterprises (MNEs) and their supply chains should be undertaken. For 2014, the Worker Vice-Chairperson would appreciate more details on the total contribution of the Government of Italy and on the nature of the non-state actors, which were third in the list of donors. Furthermore, he requested an explanation of the amended targets for 2014 and asked whether they were the result of a redistribution of costs between the administration and the training activities or of a reduction in the absolute value of overhead costs. Finally, the Workers' group would like to see greater emphasis in the implementation reports on the qualitative aspects of the Centre's activities, in particular in relation to the inclusion of international labour standards and tripartism in training programmes and activities.
18. *The Government Vice-Chairperson* congratulated the management on the excellent results achieved in 2013 and 2014. He expressed his group's particular interest in having training activities held geographically close to the target audience and in regions which did not necessarily have the means to send participants to Turin, and emphasized the need to involve local ILO offices in implementing such activities. To facilitate access to the Centre's training courses, he asked whether it might be advisable to offer them on platforms such as YouTube.
19. *The representative of the Government of Zimbabwe* thanked Italy and Portugal for their voluntary contributions to the Centre's budget. She asked the management how it intended to achieve the target under indicator 1.1 for 2014 when the situation as at 30 June was not promising, and, in relation to indicator 1.3, how the impact on institutions was measured.
20. *The Director* responded that, overall, the staff had shown tremendous commitment in the period under review. As to the question of indicator 3.2, a detailed explanation had been provided to the Board the previous year as to why it would not be possible to achieve the target. In summary, when activities increased, there was a corresponding increase in administrative and support costs. Therefore, there was an anomaly in the indicator as it was formulated, even though it had been created in good faith. Therefore, an additional indicator had been introduced to present a more accurate picture of overall trends in administrative costs. Indicators and targets had been set for reporting purposes and occasionally targets were over- or underestimated. In such a situation, the most important task was to understand the reasons why targets had been over- or underachieved.

21. She explained that administrative overheads referred mainly to services such as human resources, IT, finance and facilities management that were of central importance to the overall efficient functioning of the Centre. Any substantial cuts to those services – which would inevitably require reductions in staff – would have a direct impact on the capacity of the Centre to deliver its training activities. Some staff reductions had already been made in the administrative services, and she strongly believed that further staff reductions would be detrimental to the functioning of the Centre. She did not recall any request to provide detailed information on overhead costs, but if there had been a misunderstanding on that, she apologized. The Director stated that, as always, she was available to meet with the Officers of the Board to provide more detailed information.
22. On the allocation of resources to specific training programmes, she noted that that was an internal management matter. The new mechanism introduced in 2014 was based on a strong commitment to increase the participation of representatives of employers' and workers' organizations in the training activities of the Centre. She confirmed that both the Workers' and Employers' Activities Programmes would benefit again in 2015 from additional resources under that mechanism. As to the question of resource mobilization, efforts were constantly made in close coordination with the Partnerships and Field Support Department (PARDEV) to identify new donors and to expand the resource base. That had been quite successful, and the competitive bidding processes had been strengthened enormously.
23. With regard to project-based staff, the Director clarified that less than 20 per cent of the staff of the Centre were project-based staff, who had been recruited strictly in accordance with the procedures put in place in 2000 with the agreement of the Staff Union; the corresponding figure for project staff in the ILO was over 40 per cent. It was a reality throughout the UN system that a certain percentage of staff depended on extra-budgetary resources.
24. Concerning the comments of the Workers' group as to budget surpluses and recognition of staff, it should be recalled that the Centre belonged to the UN common system, which did not offer much flexibility in that respect. Nevertheless, it had to be seen as a reward when activities generated surpluses that were then channelled back to enhance the Centre's facilities and increase support to training activities.
25. As to social dialogue, she clarified that the Centre had established mechanisms for such purpose, similar to those at the ILO. The Joint Negotiating Committee, as well as a number of other joint consultative bodies, met regularly to consider matters affecting staff.
26. *The Director of Training, Mr Klemmer*, referring to the indicator on resource mobilization, explained that the target set for 2014 would be exceeded. He stressed that resource mobilization was a key concern, and was pleased to note that one new donor had been secured, the Development Bank of Southern Africa, which would provide resources to support capacity building. Efforts in that area were also bolstered by the fact that the number of staff mandated to facilitate competitive bidding had been increased.
27. He pointed out that three out of four activities were financed with income linked to the 19 outcomes, still somewhat short of the target of 80 per cent, but the income partly depended on the ILO programme and budget cycle: training allocations tended to decline in the first year and to increase in the second year of the biennium. As to the figures on outreach for ministry officials, he was confident that the target would be met.
28. As to the demand for increased training under the enterprise initiative, he was pleased to report on progress in that area. When considering the number of participants in MNE training activities, it should be noted that the figures did not reflect distance learning, a

very fast-growing mode of training offered by the Centre. He stressed that in developing countries with areas of high marginalization, mobile learning provided opportunities to increase outreach.

29. *The Employer Vice-Chairperson* stated, as to overheads, that his group had repeatedly requested benchmarking, which had not taken place. The fact that a target had been set in 2011 was evidence that there was a problem and there was room for improvement. The group had asked for details for each component contributing to overhead costs, and it was unacceptable that that information had not been provided. As an example he cited IT, which was becoming more important, yet IT prices were declining. He insisted the Board should take it up as an issue. Regarding the question of the special allocation, there had been a Board decision and the Employers considered the non-compliance with that decision as a breach of confidence. As to resource mobilization, while he acknowledged the efforts undertaken, he stressed that all Board members could assist – a means that had not been exploited sufficiently. With regard to the issue of staff, he called for a clear policy.
30. *The Worker Vice-Chairperson* expressed concern that there was a risk that they were talking past each other and that it was unclear whether there was a fundamental disagreement or rather a problem of how issues were approached. There should be no questioning of each other's integrity, otherwise social dialogue would lose its meaning. While Board members should not act as managers with regard to staff matters, it was nevertheless their duty to address issues that were brought to their attention. Sometimes those who preached the Decent Work Agenda did not practise it themselves. While the figure of 20 per cent project-based staff might be acceptable to the organization, the impact on the individual had to be borne in mind. As to the surplus, he again appealed to the parties to search for common ground and a mutual understanding of what had happened, and to find a solution. With regard to targets, he commented that they were normally set with a view to being achieved, and if that did not happen, the reasons needed to be explained.
31. *The Government Vice-Chairperson* asked for more clarification on the merger of the Recruitment and Travel Units.
32. *The Employer Vice-Chairperson* clarified that it was not their intention to cut staff; instead staff should be redeployed, primarily into training activities.
33. *The Director* explained that the merger of the Recruitment and Travel Units was a good example of efforts to achieve savings in administrative overheads. Those units were engaged in related activities and by merging them, administrative efficiencies were achieved.
34. *The Chairperson* summed up the discussion by stressing that there had been an enormous amount of positive news in both reports and that was the key message. On the other hand, there were also some concerns which needed to be addressed. He was confident that it was possible to find a way to address them in a constructive manner. He insisted the work of the Board had to be effective, purposeful and consequential. It was important to recognize that the Director had declared that she was always available to assist in the follow-up on those issues. Everyone had to make an effort to resolve outstanding issues and to understand each other better. He asked the Board to note the implementation report for 2013. The report for 2014 had been discussed and the Director was asked to take the comments and guidance of the Board into account.
35. *The Board* took note of both documents and requested the Director to take into account the comments and guidance provided by the Board during its discussion.

III. The role of the Centre in ILO learning and capacity development (Third item on the agenda)

36. *The Director* introduced the document, noting that its aim was to highlight the Centre's contribution to the ILO's learning and capacity development and to devise a more strategic view of its role.³ It contained a brief summary of the wide range of services of the Centre and set out a framework for a new learning partnership between the ILO and the Centre. It also identified key issues for the Centre emerging from the field review. The objectives of the new partnership were to contribute to a qualitative improvement in learning and capacity development, and to streamline the provision of training to ILO constituents. Issues to be addressed by the Centre were increasing its collaboration with the ILO, gender mainstreaming, diversity and inclusion, and the relevance and cost of its training services.
37. *The Worker Vice-Chairperson* underlined the importance of the question for the future of the Centre. The discussion in the Board would help to establish joint ownership and a joint strategy. The strategy still lacked details and the Centre should better clarify the contents, targets and beneficiaries and define more clearly the complementarity between the Centre and the ILO. He welcomed the proposed framework for a new learning partnership between the Centre and the ILO and emphasized the central role of tripartism, fundamental rights at work and capacity building, without which the Centre would turn into a generic developmental agenda and an undifferentiated audience. He emphasized that pillar 1 had the highest importance for his group and should be prioritized compared to the other pillars.
38. In particular, he would like to see a better integration of international labour standards in learning and capacity building. Cooperation between the Centre and trade union training institutions had to be improved and labour standards had to be at the heart of knowledge-sharing activities. As to staff development, a coherent learning approach had to be promoted across the organization. More attention should be paid to levels of staffing, project-based staff and workloads.
39. He stressed that collaboration with the ILO was crucial to the success of the Centre and therefore had to be rooted in both organizations and include a shared resource mobilization policy, particularly to achieve results under pillar 1. The procedural flexibility of the Centre had to be preserved and closer relations with the regions were welcomed. He asked the Director to provide an update on the framework for better collaboration between the Centre and the ILO in the area of capacity development at the next Board meeting.
40. *The Employer Vice-Chairperson* appreciated the report's emphasis on technological developments, cost reduction, the need for a more demand-driven approach, and the Centre's role in training ILO staff, as well as the proposals to further develop the partnership with the ILO in providing support for the social partners, ILO staff, and other partnerships.
41. However, the report failed to indicate priorities or develop an operational framework for delivery. It would have benefited from a more visionary approach, focusing on the added value of having the Centre in Turin and exploring a wide range of new approaches, such as establishing training and capacity-building hubs in partnership with other organizations and in the regions. Furthermore, he criticized the supply-driven approach, with few proposals for needs-based programmes. Nor did the report state whether its proposals were operationally or financially viable. The Centre's relationship with the ILO was not clearly

³ CC 77/3.

distinguished from its role as a whole, particularly in its PhD and master's degree programmes. Furthermore, the report did not adequately address the criticisms of the field review that the Centre was too costly and lacked relevance, particularly in the regions.

42. After raising a number of open questions, such as how the Centre could deliver high-quality, relevant training while reducing costs, he urged the management to conduct consultations with stakeholders and external consultants in order to develop a bolder approach. The group could not yet fully endorse the report in its current state.
43. *The Government Vice-Chairperson* welcomed the document and proposed more focus on measuring the impact of training and obtaining participants' feedback to define future training programmes. Additionally, more information was needed on the statement that ILO training was often not in sync with the constituents. The summary of training should be presented logically and take into account the concerns of all parties. His group supported the point for decision.
44. *The representative of the Government of Italy* expressed her appreciation for the paper and the idea of an enhanced partnership between the ILO and the Centre, and said that it was natural that ILO staff should be trained at the Centre and not elsewhere. Both organizations had her Government's full support and the ILO should not be considered merely as a donor. The paper should be read in conjunction with papers to be presented at the Governing Body on the Strategic Policy Framework and the Technical Cooperation Strategy for 2015–17, which answered many of the questions arising. The inclusion of the Centre in Governing Body documents, as requested the previous year, was appreciated. The framework referred to in point (b) of the draft decision had already been put into practice. She emphasized that the services of Centre had been grouped around the four pillars of the Decent Work Agenda, which was its core mandate, and cautioned against developing training in some side activities, as had been suggested during the discussions on previous points of the agenda.
45. *The representative of the Government of the Islamic Republic of Iran* welcomed the paper and the achievements reported for 2013. The proposed framework for a new learning partnership between the Centre and the ILO would enable an effective response to the priorities and recommendations. The improved differentiation and targeting of capacity-building services for constituents was welcome, as were national, regional and subregional partnerships to complement local knowledge with ILO expertise, increase outreach and reduce costs. The online learning resources service would be very constructive and would promote international labour standards and ILO strategies and policies worldwide. He encouraged the Centre to further expand its master's degree and PhD programmes as they helped strengthen cooperation with other academic institutions. Lastly, he endorsed the proposed framework for a learning partnership and supported the point for decision.
46. *The representative of the Government of Norway* expressed her appreciation for the paper and endorsed the objectives of the partnership and the four pillars. The partnership would enable both organizations to make better use of limited resources, avoid duplication and develop synergies. The substantive content of the training programmes must respond to the eight areas of critical importance and the ten outcomes of the Strategic Policy Framework for 2016–17. She underscored the importance of gender mainstreaming in the Centre's training and capacity-building activities. Her Government strongly supported the proposed framework.
47. *The representative of the Government of Panama* congratulated the Centre on being a service model for building the capacities of member States and workers' and employers' organizations. The document showed the Centre's ability to transform ILO policies into tools for learning and knowledge sharing. She appreciated the results-based planning and

cross-cutting approach proposed in the ILO Transitional Strategic Plan for 2016–17. The academies were particularly valuable as they offered standard courses in specialized areas and different languages. However, more courses in Spanish would be appreciated. The substantive content of capacity-building services was determined by the ILO's standards, policies and priorities, and more people in the Latin America region would like to take part. She closed by thanking the Government of Italy for its generous support, and endorsed the point for decision.

48. *The representative of the Government of Zimbabwe* praised the quality of the paper, and emphasized the point made by the Government Vice-Chairperson that the Centre needed to devise training that responded to constituents' needs. She supported the point for decision.
49. *The Director*, responding to the questions raised, emphasized that the paper should not be read in isolation, as it built on the previous year's discussion giving rise to the four pillars and extensive consultations with ILO departments, and took into account the feedback from ILO constituents reflected in the ILO review of the field operations. The relevant feedback was used as a starting point for better defining the role of the Centre, and the paper explored how to better position the Centre to support the ILO's capacity building. It focused on deepening the relationship between the Centre and the ILO. It was not proposing to change the Centre's mandate as laid down in its Statute, or to pre-empt the discussion at the Governing Body.
50. She clarified that the PhD programme involved candidates researching areas relevant to the ILO, who would spend time in ILO technical departments and then teach on programmes at the Centre; the doctorates would be awarded by the parent universities. On the topic of staff development for staff on technical cooperation projects, she said that a first convention was planned in 2015, in collaboration with PARDEV, for chief technical advisers to ensure, inter alia, that they understood the role of Centre and the training it could provide as components of their projects. Resource mobilization would continue to be a priority, as the framework depended on it to be able to deliver on commitments.
51. *The Director of Training* clarified what was meant by "differentiated and targeted training" under pillar 1, giving the example of training in the construction sector on green building, which was a demand-driven, IT-enhanced service for a fast-growing market. In response to the proposal that the Centre should focus on pillar 1 instead of pillar 4, he stated that the Centre was part of the broader UN system and could be used to promote inclusive, job-rich growth as part of the post-2015 development agenda. Lastly, he said that costs were always a concern. Some proposals to reduce costs included joint delivery with partners in the field, bundling courses, distance learning and economies of scale.
52. *The Employer Vice-Chairperson* clarified that his comments were questions, not criticisms. The paper was a good start, but needed further involvement of stakeholders to present a convincing value proposition.
53. *The Worker Vice-Chairperson* clarified that while he accepted the principles and framework of cost reductions, the details should not run counter to what was to be achieved. He also emphasized that training of chief technical advisers should include the importance of tripartism and international labour standards.
54. *The Chairperson* reiterated that the document should not be read in isolation, that it was linked to other processes in the ILO, and that the other side of the discussion was in the ILO programme and budget proposals. The document aimed to operationalize a closer relationship between the ILO and the Centre, which enjoyed broad consensus. The immediate time frame for the decision was the Governing Body's discussion on the 2016–17 programme and budget and Strategic Policy Framework.

55. Noting the Governments' strong endorsement of the draft decision, alongside the social partners' request for further elaboration of the proposals, he proposed the following amendment to the draft decision:

The Board:

- (a) *endorsed the approach in the proposed framework for a learning partnership between the Centre and the ILO as set down in this paper, and*
- (b) *recommended to the Governing Body that this framework be further developed and taken into account in the implementation of the overall vision and strategy of the ILO Transitional Strategic Plan for 2016–17 and in the ILO's Technical Cooperation Strategy for 2015–17.*

56. *The Board adopted the point for decision as amended.*

57. *In accordance with the amended agenda, the Chairperson invited the Chairperson of the Staff Union Committee of the Centre to make a statement to the Board (see appendix).*

IV. Overview and evaluation of academies (Fourth item on the agenda)

58. *The Manager of the Learning and Communication Service, Mr Poppe, presented the report.⁴ He started by defining the concept of an academy as an event clustering several activities in an area of expertise. They were longer in duration than standard courses and had more participants. The academies had been launched in 2008, and 11 were listed for 2015.*

59. *The independent evaluation had been requested by the Board in 2011. The Centre chose ten academies on five different topics. In all, 20 internal evaluation reports had been produced, with a further ten final and follow-up reports. The evaluation had been managed by the ILO Evaluation Office in Geneva.*

60. *The main recommendations resulting from the exercise were: to have a pre-planned sequence of academies under one topic, with a global academy in Turin every two years and regional academies in the intervening years; to increase the tripartite relevance of the academies; to improve the overall design of the academies; to improve the predictability of the funding of the academies; and to strengthen the consistency in the format of the academies to improve the brand and make data more comparable.*

61. *The Employer Vice-Chairperson noted the positive results of academies as a flagship product of the Centre. The group would have found it useful to have some figures, for instance on income and expenditure. He asked whether the learning quality of academies was better or worse than other courses and how their net financial result compared to other training formats. Academies had the disadvantages of a longer duration and relatively high cost, which limited the participation of the social partners.*

62. *The Employers were interested to see how their participation could be boosted, for instance by involving ACT/EMP systematically in the design and planning stage. With regard to the question of branding, he cautioned that under the proposal, they could be forced to change the name of their own academy for young EU professionals. He therefore suggested an amendment whereby the branding would not apply to existing schemes using the word "academy".*

⁴ CC 77/4.

63. *The Worker Vice-Chairperson* acknowledged the rich analysis contained in the independent evaluation, and called upon the Centre to follow up on all aspects included in the evaluation and not just the recommendations included in the paper. He regretted that his group's specific request for an assessment of the inclusion of international labour standards in the design of the evaluation had not been taken into account. The group would still like to receive such an assessment. He noted that academies were a useful component of a training strategy, but could not replace the more traditional courses. He therefore welcomed the proposed limitation of the number of academies. For each academy, an assessment should be made as to whether it was the most appropriate form of learning, given the objectives it wanted to achieve.
64. He stressed that the involvement of workers and employers had to be strengthened in every phase of the process, such as design, selection of target groups, identification of content and resource persons, implementation and follow-up. There was a need for better planning of the academies and a protection of the brand. Also, sufficient time should be reserved for planning in order to involve the ILO constituents in the best possible way. The regional academy on the social and solidarity economy in Brazil was a positive example.
65. He expressed concern about the low participation of workers in academies. To promote tripartism in the academy approach, he suggested: timely involvement of ACTRAV in the preparation of academies; ensuring the availability of special resources for workers' and employers' participation through closer cooperation with the ILO and specific initiatives; and the introduction of specific sessions or parallel activities as a privileged component in the design of the academies, facilitating the use of ACTRAV resources. Nominations of Worker participants should in all cases be made by the secretary of the Workers' group.
66. He insisted on the need for a better geographic diversity of the participants and a better balance between duration, quantity and diversification of content, all of which should be taken into account in the future design of academies. Finally, his group would like to receive more information on the cost-effectiveness of academies compared with standard courses.
67. *The Government Vice-Chairperson* welcomed the document and requested further information on: how to increase the number of participants and whether the fees were prohibitive; the role of the social partners; the cost-effectiveness of the academies; and the reasons for the cancellation of some academies. It was important to increase language diversity and to hold more academies in the regions, for example in Arabic and Spanish. A disaggregation of participants by language would be appreciated. He proposed extending the evaluation to include a broader sample. Lastly, a strategic balance between commercializing the academies and promoting the areas of critical importance was needed.
68. *The representative of the Government of the Islamic Republic of Iran* noted that the academies were an important and growing part of the Centre's training portfolio. It was vital to take into account in the planning the potential for competition between related academies. Also important were enhancing the design of academies, such as by improving the advance information-sharing system, the pedagogical skills of resource persons, the format of electives and mainstreaming the use of distance learning. He emphasized the importance of the academy format's value added and endorsed the recommendations of the report.
69. *The Manager of the Learning and Communication Service*, stated that some academies scored better and some worse in comparison with other training formats. There needed to be a coherent format in their design, built on lessons learned from the most successful academies. An internal workshop would be held with a view to harmonizing academies. The number of participants, while already large, could be increased by holding academies

every two years and by entering into partnership with other international organizations. Academies on themes linked to ILO technical cooperation already had higher participant numbers. The recommendation to increase the involvement of social partners and to hold more specific sessions on tripartism for workers had been tested in an academy in Brazil, which could be repeated more systematically. On the branding of academies, the Centre would be guided by the Board's suggestions. As to costs, the academies operated on a cost-recovery basis and therefore could not take place if not financially viable. A detailed description of their non-financial cost-effectiveness was provided in the full evaluation report.

70. *The Board took note of the document and requested the Director to take into account the comments and guidance provided by the Board in the follow-up.*

V. Mainstreaming gender equality: Progress report (Fifth item on the agenda)

71. *The Manager of the International Labour Standards, Rights at Work and Gender Equality Programme, Ms Cavazza, provided an overview of the paper, highlighting the three gender indicators, the monitoring tools, the actions taken, the lessons learned and the follow-up actions envisaged.*⁵

72. *The Worker Vice-Chairperson noted the disappointing results compared with the target set by the Strategic Plan and suggested that more needed to be done. The gender balance of participants was still significantly below target. The use of tools and in-depth analysis was welcome, and it would be useful to determine whether there was a link between the rate of women participants and the funding sources, training type and venue. Further disaggregation by different groups of women participants would also be useful. His group welcomed the gender earmarking of resources, and proposed discounts for entities actively promoting women's participation in courses.*

73. *His group supported any efforts to foster gender mainstreaming in all training activities, and proposed that specific resources should be provided for that purpose. That, alongside more gender-focused activities, might contribute to the achievement of the targets. It fully supported the new programme on diversity, but was concerned about the lack of labour standards in activities organized by UN Women. He urged the Centre to pay more attention to gender-based violence. The group supported the proposed additional measures.*

74. *The Employer Vice-Chairperson thanked the Centre for the useful information on the achievement of targets and the qualitative efforts undertaken. He appreciated the inclusion of the employers' programme for outreach to women, which had had a significant impact on the representativeness of women in associations. That issue was of more interest to his group than statistics on participation in courses.*

75. *He agreed with the proposed measures to further promote gender equality; however, his group did not support the proposal to dedicate a specific percentage of funds to outreach to women because that was not the most efficient means, as some programmes targeted organizations, not individuals.*

76. *The Government Vice-Chairperson stressed the importance of distance learning for women. It was important to increase women's participation, by increasing outreach and possibly selecting equal numbers of men and women, including in collaboration with local*

⁵ CC 77/5.

institutions. More data were requested on the numbers of women disaggregated by region, type of course and so on, and on the additional measures to be implemented to achieve improved outcomes. To ensure equal opportunities in recruitment to professional positions, the Centre could explore the possibility of quotas, with attention to merit. It should also work closely with ILO departments specialized in gender issues. His group supported the recommended measures.

77. *The representative of the Government of France* welcomed the increased synergies between the ILO and the Centre, which was important in providing training tailored to constituents' needs. She noted that the impact of any training was measured by participants' satisfaction, the added value in their day-to-day work, the relationship between the target and actual audience, and how accessible it was to the target audience. Those factors were particularly important when applied to the issue of gender. When seeking to achieve gender equality, account must be taken of stereotypes and their impact so that reaching gender parity did not become merely a mathematical exercise. Her Government fully endorsed the systemic use of the gender marker.
78. *The Manager of the International Labour Standards, Rights at Work and Gender Equality Programme* noted all of the recommendations made, some of which could be implemented immediately. She also noted the suggestions on tracking women's participation and resources for promoting gender equality, and the interest in the new course on diversity. The Centre supported any initiative which could eradicate gender-based violence. As to under-representation of women participants, much joint work had to be done. The proposal to involve local institutions in the selection of potential participants, where the Centre itself was unable to conduct the selection, was welcome. The Gender Programme made the greatest use of distance-learning tools, and she pointed out that the gender campus had existed for over 12 years and would now be integrated into the Centre's consolidated e-campus.
79. *The Board took note of the document and requested the Director to take into account the comments and guidance provided by the Board in the follow-up.*

VI. Financial questions (Sixth item on the agenda)

80. In a spirit of responding to the expressed concerns and to avoid any subsequent misunderstandings, *the Director* told the Board that the unspent balance of the 2014 special allocation for Workers' and Employers' Activities Programmes would be added to the proposed 2015 allocation under the special mechanism on the understanding that the full 2015 allocation would be used before the end of 2015. Moreover, she would organize a meeting with the Board members in Geneva during the upcoming session of the ILO Governing Body in order to discuss the other issues raised in connection with the second item on the agenda.

A. Programme and Budget proposals for 2015

81. *The Director* presented the document, recalling that 2015 would be the last year covered by the Strategic Plan.⁶ The programme and budget proposals submitted to the Board incorporated the lessons learned from the first three years of the Plan. They also confirmed the results-based approach and emphasized consolidating the collaboration between the

⁶ CC 77/6/1.

Centre and the ILO, both at headquarters and in the regions. Investment in innovation and the e-campus would be increased, as would the efforts to achieve cost savings and efficiencies linked to the ongoing internal reforms.

- 82.** As to the new aspects of the programme, the Director referred in particular to the strategic partnership with the ILO on learning and capacity development, the increased use of technology and mobile devices, and the preparations for the relocation of the servers to another building and for the upgrade of the Oracle software.
- 83.** She summarized the assumptions underpinning the budget, which included reinforcing synergy with the ILO in resource mobilization and delivery of capacity-building training activities, increasing donor support and establishing new partnerships. The budget assumed that the Centre could continue to achieve cost savings through greater administrative and operational efficiencies. It included a 1.0 per cent increase in staff salaries in accordance with decisions of the International Civil Service Commission (ICSC), and a provision for inflation of 1.3 per cent. The budget had been conservatively prepared, making no assumptions regarding voluntary contributions from the Government of Italy, other than the *ex lege* contribution of €7,850,000.
- 84.** In concluding, the Director proposed the following use of the 2013 budget surplus: €1,700,000 to fund training activities, including the allocation to the Innovation Fund; €950,000 for the Campus Improvement Fund; €150,000 for IT applications; and €75,000 to raise the Working Capital Fund to the level required by the Financial Regulations.
- 85.** *The Employer Vice-Chairperson* expressed his group's overall satisfaction with the Programme and Budget proposals for 2015, provided that the management kept the promise it had just made and indeed submitted solutions to the staff issues and reduction of overheads at a meeting of the Officers of the Board in January 2015. As to outcome 1, he reiterated the need for additional staff, and queried why the target for 2015 under indicator 1.5 was lower than the baseline. Concerning indicator 2.3, he asked whether the score of 4.5 was still realistic or whether the almost perfect score was instead a sign that the measurement method should be changed. On outcome 3, and in particular indicators 3.2.1 and 3.2.2 on administrative and support staff, he asked the management why the targets had been lowered and, criticizing the lack of ambition, requested that the target for indicator 3.2.1 be restored to its initial level, as adopted in 2011. On the subject of the use of the surplus, he inquired as to how investments in IT and greening the campus would result in productivity gains.
- 86.** *The Worker Vice-Chairperson* insisted on the need for a close alignment with the next ILO Strategic Policy Framework, because that would enable the Centre to measure the level of its integration and complementarity with the ILO and facilitate the joint planning of activities and training strategies for constituents. Therefore, better indicators must be put in place to assess the effective level of inclusion of ILO standards and tripartism in the Centre's activities. Likewise, improved indicators would strengthen the Board's governance capacity, which was particularly important with a view to a biennial budget cycle. As to the targets for 2015, he was surprised that in many cases they were below the baseline, as for example in indicator 1.5. On outcome 3, while he endorsed the objectives in paragraph 26, he stated that the flexibility of staff was not the only measure which could contribute to achieving them. Negotiations with the Staff Union needed to address the right ratio between the level of staffing and the volume of activities. He requested more detailed information on the increase in overheads. Concerning paragraph 38, he noted that the special allocation to the Workers' and Employers' Programmes had no relation to the contribution to fixed costs, as that was funded from the surplus. He further stressed that the ambitious targets set for worker participation could only be achieved if the Workers' Activities Programme had sufficient human and financial resources and a sufficient degree

of predictability. The special allocation should continue to be financed from the surplus without conditions attached. As to the renovation works, he hoped that the management would continue with the strategy adopted for the major renovation which had just been completed, as a prerequisite for new investments funded from the surplus. In general, the Workers' group requested that the surplus be used for training activities as a priority, especially training for constituents.

87. *The Government Vice-Chairperson* stated that his group approved the Programme and Budget proposals for 2015 and requested clarification on the way in which they had been established.
88. *The Director* confirmed that resource mobilization would remain a high priority, looking to non-traditional donors as well as governments. She noted the concerns that some targets were not ambitious enough and that others were too ambitious. She stated that the targets for 2015 were based on lessons learned and represented the best estimate of what was realistic and achievable.
89. *The Director of Training* responded to the questions concerning the indicators and targets for 2015, reiterating, as did the Director, that they were simultaneously ambitious, realistic and based on historical data. As an example, the target for indicator 1.1 had been achieved without exhausting the special allocation made available for the programmes concerned and while 2014 was the first year of the biennium. Similarly, the target for indicator 1.5 had been lowered for 2015 on the basis of the experience of recent years.
90. *The Treasurer and Chief of Financial Services, Ms Dungca*, responded as to the subdivision of indicator 3.2, which had been an anomaly, as the Board had commented during its October 2013 session. The new indicator 3.2.2 encompassed all expenses, such as maintenance and IT costs. She stated that the increase in non-staff costs was marginal compared with the increase in revenue, and emphasized that the share of the surplus which would be used to fund training activities would increase in 2015.
91. *The Employer Vice-Chairperson* commented, on the subject of training-related targets, that it was not only a question of money, but also of productivity, and insisted that the target for overheads be retained, even though it was known that it was not achievable. In so doing, the Board would note that efforts were required on that point. His group requested the management to provide details on each component of the overhead costs and the reductions achieved.
92. *The Worker Vice-Chairperson* stated, on the subject of the use of the surplus, that his group understood that the only condition attached to the special allocation for 2015 was that it must be spent before the end of that year.
93. *The Chairperson* proposed that the programme and budget proposals should be adopted, on the understanding that the management would hold further discussions with the Officers of the Board on the questions raised in relation to the reduction of overheads, including indicators 3.2.1 and 3.2.2.
94. *The Board approved the Programme and Budget proposals for 2015.*

B. Amendments to the Financial Regulations and to the Financial Rules

- 95.** *The Treasurer and Chief of Financial Services* introduced the document.⁷ She summarized the amendments to the Financial Regulations and Rules as a move from a one-year budget cycle to one of two consecutive calendar years, with an amendment of the definitions and all corresponding reference, alongside a change in the submission and adoption of the Centre's budget to every two years as from the 2016–17 budget cycle, namely, from October 2015. The financial statements would continue to be approved on an annual basis, and additional information would be provided every second year on the execution of the biennial budget.
- 96.** *The Worker Vice-Chairperson* requested more information on the implications of the move to a biennial budget cycle, in particular on the estimation of voluntary contributions and on the Centre's overall resource mobilization strategy. He also asked the management of the Centre to submit to the Officers of the Board a document presenting the impact of the transition.
- 97.** *The Employer Vice-Chairperson* said that the move to a biennial budget cycle would strengthen coherence with the ILO, but regretted the de facto one-year gap which would arise vis-à-vis the adoption of the ILO programme and budget.
- 98.** *The Government Vice-Chairperson* requested clarification on the article providing that the Director is not authorized to borrow for any other purpose without the prior written authorization of the Chairperson, who should inform the Officers of any such authorization (Chapter II: Financing of the Centre, article 3, paragraph 4(b)). He proposed that a time frame for the written authorization by the Chairperson be specified to ensure that the Director did not need to wait for an unspecified time for a reply. The group requested the Centre to explain whether there was any practice in place to address that issue.
- 99.** *The Treasurer and Chief of Financial Services* was also of the view that synchronization with the ILO was desirable.
- 100.** *The Director of Training* added that the establishment of a biennial budget would improve the predictability of resources.
- 101.** *The Worker Vice-Chairperson* stated that the problem of late approval of the financial statements had still not been resolved.
- 102.** *The Director* responded that the experience of organizing a session of the Board in May had proved unsatisfactory. The matter would be addressed with the Officers of the Board.
- 103.** *The Board:*
- (a) *approved the amendments to the Financial Regulations as set down in Appendix 1 in document CC 77/6/2 and approved their submission for consultation to the Governing Body of the ILO;*
 - (b) *authorized the Officers of the Board to approve any further amendments to the Financial Regulations to take into account any views expressed by the Governing Body; and*

⁷ CC 77/6/2.

- (c) *subject to the approval of the amendments to the Financial Regulations, approved the amendments to the Financial Rules as set down in Appendix 2 in document CC 77/6/2.*

VII. Audit questions (Seventh item on the agenda)

A. Plan for the audit of the 2014 financial statements

104. *The representative of the External Auditor, Ms McMahon, presented the External Auditor's report.⁸ She summarized the content of the report, which unreservedly approved the financial statements for 2013. She noted that the financial statements objectively presented the Centre's financial position, financial performance and cash flow, and outlined the four major risks identified by the External Auditor in the report. The first was the Centre's own funding sources, which, in the current economic climate, presented a substantial risk for the Centre. The second risk concerned the management accounting estimates. It had been noted that the provisions for bad debts and potential liabilities were substantial estimates, which could present an elevated risk compared with the forecasts. The third risk was linked to human resources. A large number of key staff of the Centre would be retiring in the forthcoming months and the transition was not without risks. The fourth risk pertained to the working environment and technological development. Training institutions such as the Centre were experiencing substantial and rapid changes as a result of technology, and such changes entailed risks.*

B. Report of the Chief Internal Auditor for the year ended 31 December 2013

C. Follow-up to the recommendations of the Chief Internal Auditor for the year ended 31 December 2013

105. *The representative of the ILO Office of Internal Audit and Oversight (IAO), Mr Watson, presented both documents.⁹ Three reports had been issued in 2013: two on the audits conducted in 2012 (on the cost-allocation methodology for the Centre's activities and on cost-sharing arrangements with the two other institutions based on the campus) and one on an audit conducted in 2013 (on the Oracle e-Business application).*

106. *On the cost allocation for the Centre's activities, the report had found that the methodology applied was a reasonable approach for allocating costs at the programme level, and suggested that the management should formalize its policy and method in a document. On the cost-sharing arrangements of the campus, the report had noted some inconsistencies in the handling of the two other institutions, and suggested harmonizing the methodology applied and formalizing it in a document. As to the Oracle e-Business application, the audit had identified some opportunities to improve the control environment of the finance and procurement processes by implementing additional applications of the Oracle suite. It had also found that a master user could have overridden the control requiring two authorized*

⁸ CC 77/7/1.

⁹ CC 77/7/2 and CC 77/7/3.

signatories to approve the monthly salary payment instruction sent to the bank. The Treasurer had immediately taken the necessary steps to correct it.

- 107.** *The Worker Vice-Chairperson* took note of the reports. He recommended that the Centre should avoid unnecessary procedural burden and should pay attention not only to the formal aspects of the procedures, but also to their effectiveness in promoting the work of the technical programmes. He also suggested envisaging investing in new information technologies rather than updating the existing infrastructures.
- 108.** *The Employer and Government Vice-Chairpersons* had no particular comments to make.
- 109.** *The representative of the Office of the IAO* stated that he would respond to any questions put to him by the Board members in writing.
- 110.** *The Board* took note of the three documents.

VIII. Human resources questions (Eighth item on the agenda)

- 111.** *The Director of Human Resources Services, Mr Zefola*, presented the document, which took into account the recommendations of the ICSC, and requested the Board to authorize the Director to give effect to them at the Centre and to take note of the exceptions to the Staff Regulations approved by the Director.¹⁰
- 112.** *The Employer Vice-Chairperson* expressed his group's endorsement of the point for decision, but noted that the right balance had to be struck between the need for flexibility to ensure the proper functioning of the Centre's operations and the need to avoid precarious working conditions. He called on the management urgently to find solutions acceptable to all parties.
- 113.** *The Worker Vice-Chairperson* had no specific comments to make on the document, except to request the management to ensure that the impact of the decision on the end-of-service payment for General Service staff would be managed and monitored in close cooperation with the Staff Union. Furthermore, he reiterated some major problems encountered by the staff of the Centre. He expressed regret that the Staff Union was not consulted before decisions were made which negatively impacted the working conditions and entitlements of staff; that no effect had been given to the resolution adopted in May of that year by the Staff Union General Assembly and subsequently submitted to the Board and the Director-General; that the management had refused to discuss problems raised by the Staff Union Committee on the use of the 2013 budget surplus; that it was still impossible to hire additional staff to handle the increased volume of activities, even when funds were available; that there had been no succession planning for the members of the senior management team and training programme managers who had left or were due to retire soon; and that the management was introducing procedures that were too cumbersome for an institution as small and dynamic as the Centre, such as in external collaboration contracts.
- 114.** *The Government Vice-Chairperson* had no further comments to make.

¹⁰ CC 77/8.

115. The Board:

- (a) *accepted the recommendations by the ICSC, subject to their approval by the United Nations General Assembly, concerning:*
 - (i) *an increase of 1.01 per cent in the base/floor salary scales with effect as from 1 January 2015 on a “no gain, no loss” basis;*
 - (ii) *the consequential increases in separation payments;*
- (b) *took note of the revised end-of-service payment for General Service staff;*
- (c) *authorized the Director, through the introduction of appropriate amendments to the Staff Regulations, to give effect to the measures referred to in paragraphs (a) and (b) above.*

IX. Administrative questions (Ninth item on the agenda)

116. *The Board took note of the document.*¹¹

X. Reports of the Trade Union Training Committee (TUTC) and the Employers' Training Committee (Tenth item on the agenda)

117. *The Employer Vice-Chairperson invited any Board members who had not yet done so to read the report of the Employers' Training Committee on the training activities for employers, which showed that the Employers' Activities Programme was delivering excellent results, in terms of both quantity and quality.*

118. *The Worker Vice-Chairperson welcomed the TUTC report and thanked the staff of ACTRAV/Turin for their hard work and commitment.*

119. *The Board took note of both documents.*¹²

XI. Date and place of the next session (Eleventh item on the agenda)

120. *The Chairperson proposed that the next session of the Board of the Centre be held just before the 325th Session of the Governing Body of the ILO, which would take place in Geneva from 29 October to 12 November 2015. The exact date would be communicated to members.*

121. *The Board approved the Chairperson's proposal.*

¹¹ CC 77/9.

¹² CC 77/10/a and CC 77/10/b.

XII. Other questions

A. Delegation of authority to finalize the report of the Board

122. *The Chairperson* informed the members of the Board that the report of the 77th Session of the Board would be considered in the Institutional Section of the 322nd Session of the Governing Body. He proposed that, in order to facilitate the preparation and finalization of the report, the Board should delegate the task of approving the draft report to its Chairperson and Vice-Chairpersons.

123. *The Board approved the Chairperson's proposal.*

XIII. Closure of the session

124. *The Chairperson* thanked the participants for their contribution and closed the 77th Session of the Board.

Draft decision

125. *In accordance with article VI, paragraph 5 of the Statute of the Centre, the Governing Body is invited to make any comments it might wish to make on the amendments to the Centre's Financial Regulations as proposed in the document CC 77/6/2 (Amendments to the Financial Regulations and Financial Rules) and approved by the Board of the Centre.*¹³

Turin, 31 October 2014

¹³ Available at: www.itcilo.org/board.

Appendix

Statement by the representative of the Staff Union Committee to the Board of the Centre

(30 October 2014)

Mr Director-General, distinguished members of the Board and dear colleagues,

First of all, Mr Director-General, the staff of the Centre would like to express its deepest gratitude to you for listening to us today. You have always shown a special interest in Turin and we all really appreciate it. Thank you and welcome to your Centre! We also want to express our appreciation for the appointment of Mr Giuseppe Casale as Deputy Director. Not only is he a specialist in social dialogue, but he also believes in it. Welcome!

Likewise, we transmit our recognition to our constituents for the support they offer us to make the ITC–ILO a centre of excellence unique in the field of labour-related training and the defence of ILO principles.

In spite of constraints, and thanks to the persistent work of staff and the support of all of you, in 2013 the Centre achieved a **record budget surplus**, even though we do not yet know if this profit is due to the inability to properly forecast financial year-end results or whether it was expressly intended. Nonetheless, staff at the Centre feel duty-bound to remind you that we should focus our action on organizing high-quality training related to the ILO mandate rather than making a profit.

The Staff Union Committee also believes that we should not hide the wide range of problems the Centre and the staff face and in spite of which we have managed together to obtain these results.

Firstly, **negotiation** is a dialogue between two or more parties intended to reach an understanding, resolve points of difference and satisfy mutual interests. Although the Staff Union Committee sits with management at the negotiating table, we feel that management often lacks the ability or willingness to give proper consideration to our points of view and to reach mutually satisfying outcomes.

Secondly, the worsening work atmosphere, illustrated by the results of an internal survey acknowledged by the management, is also reflected through the number – unprecedented in the history of the Centre – of **appeals to the administrative tribunal** brought by officials who feel that they are victimized by decisions made by Management. A substantial number of **officials feel harassed or at least that they have been unfairly treated** by a management that abuses its powers.

Thirdly, a huge concern for staff is the growing **bureaucracy and administrative burden** at the Centre. Not only has the promised simplification of procedures not yet taken place, but new rules complicate existing processes, with a negative impact on workload, productivity, costs and quality. They also unduly limit the autonomy of project managers. Procedures are made more and more numerous, cumbersome, unclear, complex and difficult to follow. Administrative staff are confused as to which rules to abide by, and training staff, already involved in the implementation of complex training activities, are confronted with an increasing administrative burden and risk being held accountable for unintentional mistakes. There is a feeling at the Centre that the administration no longer serves the training department but rather that the training department serves the administration.

Fourthly, the **lack of transparency** in certain processes (where confidentiality is mistaken for secrecy) and confusion over the content and responsibilities of some roles are also obstacles clearly identified by staff.

Fifthly, the Director-General indicated in the past that **top managers should be made responsible for their mistakes**. This is an idea worth putting in place in Turin. It is not fair that the Centre bears the cost of negligence or wrong decisions of higher-ranking officials.

Sixthly, the Philadelphia Declaration (the core of our mandate) states that labour is not a commodity, and that is what we teach worldwide. However, here in Turin, the contractual situation of colleagues with **precarious temporary jobs** (34 out of 175 officials) or with contracts not corresponding to the core activities they perform deserves a special mention. The Staff Union Committee is pleased by assurances from senior management that these contracts will all be renewed, but at the same time calls for an improvement in their contractual conditions to avoid disparities and discrimination compared with other staff.

Seventhly, a trend at the Centre has been the increase in the number of activities, participants and complicated internal procedures and a decrease in staff. For instance, since February 2011, **the staff of the Centre has been reduced from 209 to 175 people**. Long working hours with **unrecognized overtime** and difficulties in career development are now part of our everyday reality.

Eighthly, the career of an official, and consequently what he or she can contribute to the Centre, is **tragically limited by the goodwill of his or her supervisor**. This creates unfair situations and demotivates staff. This structural problem seems to be ignored by a management unable to deal with it.

Mr Director-General and members of the Board, the staff at the Centre is hereby kindly asking you for your help to find solutions. Thank you and we look forward to your support.